



Strategic Plan



Vicky Roy-Duval
Cashier-Salesclerk
SAQ Sélection Longueuil



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“This plan shows that the SAQ doesn’t limit itself to simply fulfilling its commercial mission; it does so while excelling, satisfying its customers and remaining a responsible government corporation.”

For several years now, I’ve had the opportunity to see the Société des alcools du Québec (SAQ) evolve from up close. I’ve seen the arrival of Taste Tags, the Inspire program, reimagined stores and customers’ changing tastes. I’ve also seen the efforts made to better serve customers and the initiatives responsible for increasing the benefit for all Quebecers.

But what I’ve seen, above all else, is the strength of its teams: their ability to progress, tackle new challenges and energetically take on new projects. And today this strength is more apparent than ever, despite the worldwide decline in alcohol consumption.

It is against this backdrop that the Board of Directors and the company’s management have worked together to create the Strategic Plan 2027-2030. The plan sets out concrete actions for meeting the expectations and addressing the concerns of today’s customers and those of tomorrow. It shows that the SAQ doesn’t limit itself to simply fulfilling its commercial mission; it does so while excelling, satisfying its customers and remaining a responsible government corporation.

At the Board of Directors, we think that all the SAQ’s initiatives should be taken with balance in mind. The SAQ should continue to be well performing and responsible. It should innovate while maintaining strict control over its operating costs. It should be accessible, present where it can make a real difference. As Chair of the Board, I have a vision of a government corporation that is even better connected – to its customers as well as to new technology – in order to continue growing in a disciplined, meaningful and impactful manner in the service of Quebec.

Many thanks to all the SAQ’s teams for the key role they play in transforming the company. You are helping to increase the company’s benefits for Quebec.

A handwritten signature in black ink, appearing to read 'Johanne Brunet'.

Johanne Brunet
Chair of the Board of Directors



**“We are accelerating
our transformation,
because Quebec
deserves an SAQ
that evolves with it
and for it.”**

2027
2028
2029
2030

Our industry is undergoing a transformation. Climate change is disrupting harvests, and vineyards around the globe are increasingly vulnerable. Habits are changing too: Quebecers are drinking less and, above all, differently. For the first time in years, the Société des alcools du Québec (SAQ) is seeing its volume sales decline.

But this isn't the end. It's a new beginning.

Convinced that the SAQ, with its 105-year history, has much to offer Quebec, we've chosen to roll up our sleeves and take action.

We're not trying to encourage alcohol consumption – on the contrary, we welcome its decline. What we do want, however, is for those who choose to consume beverage alcohol to buy it from us. After all, every purchase at SAQ generates benefits for the community. That's why we are accelerating our transformation, because Quebec deserves an SAQ that evolves with it and for it.

Over the past few months, we have worked to define the main orientations of a more agile and resilient SAQ that's even more present in the lives of Quebecers. An SAQ that understands Quebecers and is redoubling its efforts to simplify, to be even closer to its customers and partners and to continue making a lasting contribution to Quebec.

Our teams are mobilized and proud to put their shoulder to the wheel and transform the government corporation. Our goal: to offer unparalleled access to the widest range of beverage alcohol products while remaining in touch with customers' needs and acting in the collective interest of Quebec.

A handwritten signature in black ink, appearing to read 'J. Farcy', with a stylized flourish at the end.

Jacques Farcy
President and Chief Executive Officer

What guides us

Our mission

The SAQ's mission is to sell beverage alcohol responsibly by offering quality products throughout Quebec.

Our purpose

Be connected to our customers' expectations, to the benefit of all Quebecers.

Our vision

Provide unparalleled access to the widest range of beverage alcohol products in the interest of our customers and of Quebec.

Anthony Blais
Warehouse Clerk
Centre de distribution de Montréal



Our values:

Passion

Passion is what drives us. It fuels our curiosity, creativity and involvement. It pushes us to turn our ambitions into concrete actions. Being passionate means believing deeply in – and putting our hearts into – what we do.

Closeness

Closeness is a way of being for us. We listen to and respect each other. We value our differences. It's how we collaborate and build lasting relationships with the people around us.

Agility

Agility is how we move forward with flexibility, speed and confidence. We embrace change, openly welcome it. We simplify the complicated and courageously evolve. Being agile means staying in motion, learning along the way and always striving to do better, together.

Responsibility

Because alcohol is a product unlike any other, responsibility is at the heart of our identity. We act conscientiously, striving to act with rigour and integrity to ensure we have a positive impact and be proudly accountable for our actions.

SAQ

Our future SAQ

We see our SAQ in 2030 as more committed than ever to creating value for Quebec. We envision it as connected to customers, as offering unmatched access to an exceptionally diverse range of products.

Our future SAQ leverages technological change to be better performing, of course, but also to enrich the customer experience and improve how we work. We imagine it as embracing the change accelerated by its automated distribution centre and reducing the impact of its activities on the environment and nearby communities.

Our SAQ of tomorrow places humans at the centre of its transformation. That means we build close relationships among our team members and with our partners and customers. We foster a caring, inclusive and safe environment and celebrate leadership and creativity. Our teams are driven by a deep sense of responsibility because they are proud to work for the benefit of Quebec.

Agile, resilient and firmly anchored in Quebecers' lives, our SAQ is sensitive to customers' concerns around alcohol consumption and changes with the times to the advantage of all.

SAQ

Background, challenges and opportunities

Our customer base is changing, technology is rapidly evolving, climate change is increasingly impacting our industry. Meanwhile, Quebecers' expectations of their SAQ are growing.

To build an SAQ that will remain strong in the years to come, we took the time to better understand our environment and the people around us. This allowed us to identify the major challenges and opportunities that will enable the SAQ to remain the Quebec benchmark for responsible beverage alcohol sales.

Our ecosystem is changing

Demand for alcohol is declining, a trend expected to continue

In 2024, volume sales of beverage alcohol fell by 1% worldwide.¹ The decline was even more pronounced in fiscal 2023–2024 in Canada, with a 3.8% drop for the country as a whole and a 4.8% drop in Quebec. This is the largest decline since Statistics Canada began tracking alcohol sales in the country in 1949.²

Several factors explain this change: an ageing population, greater awareness of health concerns, pressure on purchasing power and the emergence of alternative products, including non-alcoholic beverages and cannabis.

Customers' preferences and expectations are changing

Generation Z adults and those from certain cultural communities consume differently and visit the SAQ less often than the average adult in Quebec. What's more, this is part of a broader trend: nearly 40% of beverage alcohol purchases in Quebec are now made outside our sales network.³ These days, all our customers, whatever their age, background or lifestyle, are, at one time or another, seeking greater convenience, speed and personalized experiences. For the SAQ to remain relevant, we need to adapt to these expectations, better understand our customers, diversify our sales channels and deliver an increasingly seamless and targeted experience.

1. IWSR, *Inside the IWSR Global Trends Report: Key Drivers for Beverage Alcohol in 2025*, August 6, 2025.

2. Statistics Canada, *Control and sale of alcoholic beverages and cannabis, April 1, 2023, to March 31, 2024*, March 7, 2025.

3. Statistics Canada, *Per capita sales of alcoholic beverages by liquor authorities and other retail outlets, by value, volume, and absolute volume*, March 7, 2025.

Thally-Anne Goyer
Cashier-Salesclerk
SAQ Notre-Dame-de-Grâce



Our new automated distribution centre will soon be up and running

When our new automated distribution centre opens, all our products will be available at all times. Of course this transformation is leading us to rethink our operations and how we work. We need to learn to navigate this new ecosystem, to master it in order to better meet customers' expectations today and gain a clearer understanding what they will be tomorrow.

Technological change is accelerating

Technological change and the emergence of artificial intelligence (AI) are happening so fast that we need to be constantly on the move and continuously improving. And yes, that's a big challenge! Adapting our systems and training our teams takes work. But it's also an opportunity to move forward. By constantly improving, we will be able to develop new business functions and features and even more personalized experiences for our customers.

At a time of uncertainty, the SAQ must maintain its contribution to Quebec

The government's needs are growing, and Quebecers expect the SAQ to contribute to its full potential. What's more, this challenge comes at a time when alcohol consumption is declining. These conditions push us to find creative ways for continuing to provide an outstanding customer experience. We need to upgrade our technological systems and better protect information while making optimal use of our resources. We view this as an opportunity to mobilize and innovate as well as to demonstrate that we can maintain our contribution without encouraging increased alcohol consumption.

We do business in a regulatory environment that is certain to change. Calls for liberalizing beverage alcohol sales could lead to significant changes in our business model. We should therefore remain agile in order to be prepared for all eventualities and seize every business opportunity.

SAQ

The impact on our teams

Our rapidly changing environment requires increased agility

To keep pace, we need to simplify how we work, move faster and adapt together. That means transforming our organizational culture to make it more agile, developing new skills and engaging everyone in this new dynamic.

The growing diversity of Quebec's population enriches our talent pool

Quebec is changing, and we are evolving with it. We firmly believe that diversity enriches the ways we think, decide and act. We also believe that companies that reflect their customer base are inherently fairer, more connected and more relevant.

Besides continuing to improve our self-reported diversity rate, we want to go further by building an environment where everyone feels welcome, respected and valued, an inclusive, equitable environment where all voices count and can contribute fully to our mission.

Expectations are high for providing a workplace that promotes well-being and safety

The well-being and safety of our teams rank among our core priorities. We want to provide a work environment where everyone contributes and feels supported, respected and confident. This is a collective responsibility and a commitment shared by all. Progress has been made: for example, we have reduced the frequency of work-related time-loss injuries. But while this is encouraging, we know that prevention is a never-ending process. It relies on the daily involvement of all teams. And because health is not limited to physical safety, we also address psychosocial risks, an important factor in ensuring the overall health of our teams.

Olivier Kouakou
Cashier-Salesclerk
SAQ Express Décarie - Côte-Vertu



Social responsibility at the heart of our business

Climate change is an undeniable reality

Climate change is no longer hypothetical but a reality. It is transforming our environment and our industry. Customers tell us they want responsible products, committed companies and concrete actions to protect the environment. As a government corporation, we have a duty to lead by example. To be an SAQ that is relevant and true to its values, we need to make sustainability part of all our decisions.

This also means taking action on two fronts. On the one hand, we need to reduce the environmental impact of our activities, as natural disasters such as drought, forest fires and frost events threaten many wine-growing regions. On the other, we need to adapt our infrastructure and supply chain to a changing world. This is a collective challenge but also an opportunity to strengthen our resilience and relevance in serving Quebec.

A growing awareness of the impact alcohol can have on health

Quebecers are increasingly aware of the effects alcohol can have on their health. Our customers expect us to demonstrate commitment and responsibility in this area.

Quebecers expect us to create value

At the SAQ, we believe that our role in society is as important as our role as a retailer. Quebecers expect us to be clearly committed to our communities, and we agree.

In concrete terms, this means that we proudly support the local beverage alcohol industry. We spotlight local products in all our stores and on our website and help small-scale producers bring their beverages to market.

For the SAQ, creating sustainable value also means ensuring that the SAQ is present across Quebec. It means contributing to food assistance, supporting culture in all regions and thereby making a real difference.

Our challenges

We're rolling up our sleeves to:

- be closer to all our customers
- adapt our offer to their changing needs
- modernize our operations by commissioning our automated distribution centre and seizing all the ensuing opportunities
- seize all business opportunities without encouraging people to drink
- transform the SAQ so it can better respond to our changing business environment
- simplify the ways we work
- mobilize our teams in transforming the SAQ and implementing a culture of agility
- foster an inclusive, healthy and safe environment for our teams
- reduce our environmental footprint and make sustainability a reflex
- strengthen our role as a responsible retailer in response to concerns about alcohol consumption, and
- continue making difference in our communities.

Our strategic orientations

1. Move closer to our customers
2. Place our teams at the heart of change
3. Act responsibly and amplify our impact

Move closer to our customers

When we listen to each other, we understand each other, adapt and move forward together. We want to cultivate this sincere closeness with our customers and partners because it helps us better understand their needs and expectations. The more authentic the relationships we build, the more we can offer customers an experience suited to them: in-store personalized advice, expedited deliveries adapted to their pace, straightforward access to a wide range of products and solutions designed for their lifestyle. Every interaction counts because their time and expectations deserve our best response.



Move closer to our customers

How do we achieve this?

By delivering a fluid, connected experience

- We take pride in how we serve our customers. Because everyone deserves a tailored welcome, we love creating personalized experiences in our stores. And we'll soon take this experience even further: our teams will be even more present to guide customers, whether they're choosing products in store or online. We'll be able to simplify customers' journeys and offer them a seamless, uncompromised experience.
- Our evolution will also involve modernizing how we communicate with customers – think enhanced mobile apps, text messages, personalized notifications and more. It's what our customers want: to be reached wherever they are.
- Our stores are also undergoing a transformation. We're evolving our concepts to offer more convenience and opportunities for discovery.

By diversifying our product offer

- Low and 0.5% or less alcohol products, coolers, half bottles, cocktail solutions and even specialty beers are in demand. We're adjusting our offer to maintain its appeal.
- Choice? Of course! But too much choice in stores makes it harder for customers to decide. That's why we're refocusing our product offer to adapt more quickly to the changing market. We're also updating our stores to offer a product selection tailored to the local customer base.
- We're opening the door to the world's largest selection of wines and spirits available at your fingertips. The launch of our new automated distribution centre will provide access to as many as 20,000 products in just a few clicks.

By improving our partner sales networks to benefit customers

- Our customers have told us they value proximity and rapidity. What does that mean in practical terms? Increasing our points of contact with them and developing partnerships with businesses well established in their communities. In the coming years, we plan to open new SAQ stores in areas far from major urban centres and expand our network of urban mini agencies, dubbed SAQ Zones, to be where people want us to be. Located in partner stores that already sell alcohol, the zones will feature around 30 products, most of them exclusive to the SAQ. It's a way to offer more choice, greater accessibility and an experience even more in line with expectations.
- Greater convenience also means being able to receive a bottle exactly when you want it. Together with our teams and partners, we are implementing new options to make life easier for customers, one delivery at a time.
- Restaurants, bars, hotels and SAQ Agency stores are important partners for us. We will offer them a new digital experience designed to facilitate their operations, support their growth and strengthen our collaboration with them.

By changing the ways we work

- Improving our online offer, speeding up delivery and launching a new ordering platform necessarily means digital modernization and changing the ways we work. That's exactly what we intend to do to simplify our processes and deliver a smoother, more efficient and increasingly enjoyable experience to all our customers.
- With our new distribution centre, we will automate individual order preparation and up to 75% of the orders destined for our stores.
- Artificial intelligence will be part of this evolution, and we intend to take full advantage of it to learn, innovate and improve our ways of working. We want to integrate it thoughtfully, where it can really make a difference: making us more efficient and, especially, freeing up time for our teams. Because, ultimately, it's by allowing our teams to focus on value creation that we will move forward together.
- We also want to review and simplify all our operations because this will enable us to sustain our performance.

Move closer to
our customers

How do we achieve this?

Objective	Indicator	Estimated 2025-2026	Target 2026-2027	Target 2027-2028	Target 2028-2029 ¹	Target 2029-2030
OVERALL INDICATORS	Net income (\$ million)	1,389	1,399	1,376	1,405	1,373
	Customer satisfaction rate	93%	93%	93%	93%	93%
1. Provide a seamless, personalized shopping experience via unified commerce and deployment of the automated distribution centre	Discovery pillar: Rate of customer agreement with the discovery promise	75%	75%	76%	76%	77%
2. Offer a full and varied range of products	Choice pillar: Rate of customer agreement with the product choice promise	82%	82%	82%	83%	84%
3. Better serve all customers by improving our partner sales networks	Accessibility pillar: Rate of customer agreement with the accessibility promise	82%	82%	83%	83%	84%
4. Accelerate modernization and the digital transformation	Customer satisfaction rate – online purchases (SAQ.COM)	95%	95%	95%	95%	95%

1. The 2028-2029 fiscal year includes a 53rd week.

Place our teams at the heart of change

Because the SAQ's progress depends on our teams, we rely on their expertise, commitment and creativity to fuel the company's transformation. They understand our realities and customers and have innovative ideas. It therefore falls to us to provide them with the right environment for transforming those ideas into concrete and meaningful actions. By trusting ourselves and allowing us to learn along the way, we will evolve our culture, gain agility and continue advancing together.



Place our teams at
the heart of change

How do we achieve this?

By empowering our teams

- To fully embody change, we rely on inclusive leadership, more flexible ways of working and a workplace where everyone feels comfortable, like they belong and are able to reach their full potential. We rely on clear, open and ongoing communication to bolster our shared vision and rally our teams around our objectives.
- We value our relationships with our union partners by helping them understand our business challenges so we can work more effectively together.

By daring to do things differently, simplifying our ways of working and valuing leaning

- Because innovation stems from boldness, curiosity and the ability to understand, we are developing a culture of learning based on experimentation and the right to make mistakes.
- We simplify our business processes and ways of working to reduce complexity, increase our agility and free up time for value-creating activities.
- We identify and develop our teams' key skills in order to support our strategic ambitions and transformation.

By fostering a more respectful, inclusive and safe work environment

- We believe that diversity is an asset. It sparks ideas, broadens perspectives and brings innovation to life. To unlock this potential, we are committed to building a respectful, equitable and inclusive workplace where everyone can excel and contribute fully to the company.
- Because a safe workplace is essential to the success of our transformation, we are taking action to protect the physical and psychological health of our team members by promoting a sustainable culture of prevention. This is a necessity, not a choice.

Objective	Indicator	Estimated 2025-2026	Target 2026-2027	Target 2027-2028	Target 2028-2029 ¹	Target 2029-2030
5. Foster transformational leadership and empower teams to act	Engagement: Rate of employee agreement with the statement: "I'm motivated to be the best I can be at work." Average overall score out of 10	7.3	7.3	7.3	7.3	7.3
6. Develop a culture of learning and agility	Development pillar: Rate of employee agreement with the statement: "I like my work and have the opportunity to develop myself and take on challenges." Average overall score out of 10	6.3	6.3	6.3	6.4	6.4
7. Together create a respectful, inclusive and safe workplace	Work environment pillar: Rate of employee agreement with the statement: "I work in a healthy, safe environment." Average overall score out of 10	7.5	7.5	7.5	7.6	7.6

1. The 2028-2029 fiscal year includes a 53rd week.

Act responsibly and amplify our impact

We are committed to moving our business model toward a more sustainable, conscious and engaged approach. Because every decision counts, we choose to ask ourselves the right questions and act responsibly to have a positive impact all around us.



Act responsibly and amplify our impact

How do we achieve this?

By making every decision a step toward a sustainable future

- We want sustainability to become a natural reflex in everything we do. To achieve this, we educate and train our teams to consider the environmental and social impact of their daily decisions.
- We are reducing the direct greenhouse gas (GHG) emissions from our buildings and truck fleet by adopting clear and realistic targets that we are working hard to achieve.

- We also know that more than 80% of our carbon footprint is linked to the production and packaging of products by our suppliers. That's a huge percentage, which is why we are doing all we can to help them shift to more sustainable practices. We favour products made using sustainable practices (organic, biodynamic, etc.) and eco-responsible packaging.
- We help customers make responsible choices by training our sales teams so they provide effective guidance.
- We also want to prepare for the challenges of climate change. To do so, we are developing a climate resilience plan that will help us adapt our practices, maintain our operations and protect our infrastructure and teams.

By fully assuming our role as a responsible retailer of beverage alcohol

- We want the SAQ to remain the Quebec benchmark for responsible alcohol sales. To achieve this, we are updating our practices to ensure that this responsibility is visible in our business choices, communications and offer.
- We are establishing a dialogue with key public health stakeholders to promote mutual and lasting understanding between us.
- We know that working in a store is not always easy, especially when it comes to dealing with our most vulnerable customers. In addition to applying the highest standards of sales ethics, we are equipping our teams to provide better support without turning them into social workers.

By creating value for Quebec together with our communities and partners

- We are proud of the breadth and depth of Quebec products, and so are our customers. We continue to feature local products and train our teams so they know how to showcase their quality and authenticity. Because being ambassadors for local know-how matters to us.
- We support causes that are close to our hearts, including food assistance and culture, in every region of Quebec. We do so because these initiatives help strengthen the social fabric, reduce inequality and enrich community life. By supporting access to food and culture, we affirm our role as a company committed to serving Quebec.
- To better transform the SAQ, we are focused on listening, collaborating with all our stakeholders and proactively managing change. Creating value for Quebec: we want to do it together.

Objective	Indicator	Estimated 2025-2026	Target 2026-2027	Target 2027-2028	Target 2028-2029 ¹	Target 2029-2030
8. Reduce our environmental footprint by making sustainability part of our decisions	Rate of reduction of GHG emissions compared with the reference year of 2021-2022 (scopes 1 and 2)	+15%	+10%	+3%	-3%	-12%
9. In all our practices, demonstrate awareness of the issues related to alcohol consumption	Rate of refusal of underage mystery customers	93%	95%	95%	95%	95%
10. Support local producers and our communities	Sales growth of Quebec products	13.5%	2.5%	2.5%	3.0%	2.5%

1. The 2028-2029 fiscal year includes a 53rd week.

Summary table

Orientation	Objective	Indicator	Estimated 2025-2026	Target 2026-2027	Target 2027-2028	Target 2028-2029 ¹	Target 2029-2030
Move closer to our customers	Overall indicators:	Net income (\$ million)	1,389	1,399	1,376	1,405	1,373
		Customer satisfaction rate	93%	93%	93%	93%	93%
	1. Provide a seamless, personalized shopping experience via unified commerce and deployment of the automated distribution centre	Discovery pillar: Rate of customer agreement with the discovery promise	75%	75%	76%	76%	77%
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	3. Better serve all customers by improving our partner sales networks	Accessibility pillar: Rate of customer agreement with the accessibility promise	82%	82%	83%	83%	84%
	4. Accelerate modernization and the digital transformation	Customer satisfaction rate – online purchases (SAQ.COM)	95%	95%	95%	95%	95%
Place our teams at the heart of change	5. Foster transformational leadership and empower teams to act	Engagement: Rate of employee agreement with the statement: "I'm motivated to be the best I can be at work." Average overall score out of 10	7.3	7.3	7.3	7.3	7.3
	6. Develop a culture of learning and agility	Development pillar: Rate of employee agreement with the statement: "I like my work and have the opportunity to develop myself and take on challenges." Average overall score out of 10	6.3	6.3	6.3	6.4	6.4
	7. Together create a respectful, inclusive and safe workplace	Work environment pillar: Rate of employee agreement with the statement: "I work in a healthy, safe environment." Average overall score out of 10	7.5	7.5	7.5	7.6	7.6
Act responsibly and amplify our impact	8. Reduce our environmental footprint by making sustainability part of our decisions	Rate of reduction of GHG emissions compared with the reference year of 2021-2022 (scopes 1 and 2)	+15%	+10%	+3%	-3%	-12%
	9. In all our practices, demonstrate awareness of the issues related to alcohol consumption	Rate of refusal of underage mystery customers	93%	95%	95%	95%	95%
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1. The 2028-2029 fiscal year includes a 53rd week.

2024-2026 Results

We launched our Strategic Plan 2025-2026 in April 2023. The main priorities that guided our actions were helping to shape the SAQ of tomorrow, delivering a personalized experience to our customers, making a sustainable contribution to Quebec society and reaching the objective of zero greenhouse gas (GHG) emissions by 2040.

Three years later, we can say that we have made good progress: nine of our 16 objectives were achieved or even exceeded, while several others are very close to the established target – this despite circumstances that were often challenging. Influenced by changes in drinking habits and a less favourable economic environment, demand for our products was weaker than expected. This had an impact on some of our results.

Nonetheless, our teams demonstrated resilience, agility and ingenuity. Due to their work, for the three years of the Strategic Plan 2024-2026, the Société des alcools du Québec paid a dividend of more than \$4.2 billion to the benefit of all Quebecers.

Orientation/objective	Indicator	Preliminary result	End target
Help build the SAQ of tomorrow			
Provide a healthy and safe work environment	Accident frequency rate: Number of accidental events with time-loss injuries per 200,000 hours worked ¹	5.5	4.9
Increase our employees' engagement and pride	Employee pride index: Average overall score out of 10 ¹	6.6	7.4
Provide a workplace that embraces diversity and inclusion	Representation rate of employees from diverse backgrounds ¹	11.7%	10.0%
Deliver a personalized experience to customers			
Overall indicators:	Customer satisfaction rate ²	93%	92%
	Sales (\$ million) ³	\$12,211	\$12,636
Personalize the experience across the customer journey	Discovery pillar: Rate of customer agreement with the discovery promise ¹	75%	70%
Facilitate the shopping process on all channels	Accessibility pillar: Rate of customer agreement with the accessibility promise ¹	82%	80%
Adapt the product offer, network and logistic model to the omnichannel approach	Choice pillar: Rate of customer agreement with the product choice promise ¹	82%	82%
Improve the experience for holders of liquor permits	Sales to holders of liquor permits (\$ million) ^{3,4}	\$1,476	\$1,459
Make a sustainable contribution to society and reach the objective of zero emissions by 2040			
Overall indicators:	Net earnings (\$ billion) ³	\$4,237	\$4,440
	Social responsibility pillar: Rate of customer agreement with the social responsibility promise ¹	70%	74%
Improve our transversal operations from acquisition to sales and add value to our assets	Ratio of net expenses to sales ^{1,7}	15.5%	15.2%
Continue evolving our information technology and sales and administrative functions	Annual technology application upgrade target ²	19.5%	12.5%
Increase our contribution to society through initiatives and sell products responsibly	Rate of refusal of underage mystery customers ²	95%	95%
Favour sustainable choices and reduce our environmental footprint in every aspect of our operations	Rate of reduction of GHG emissions compared with the reference year of 2021-2022 (scopes 1 and 2) ^{1,5}	15%	(18)%
Work with Quebec producers to dynamize buying locally	Sales growth of Quebec products ^{3,6}	14.6%	9.4%

1. Forecast for fiscal 2025-2026.
2. Calculation based on the average of the three years of the plan as at November 1, 2025.
3. Forecast cumulative result of the three-year result.
4. Permit holder sales include sales made in store, in specialized centres and through the private import channel.

5. GHG emissions for scope 1 (the SAQ's direct GHG emissions) and scope 2 (indirect GHG emissions related to the SAQ's energy consumption).
6. The indicator measures the growth in dollar sales to consumers and SAQ Agency stores.
7. Excluding non-recurring charges attributable to the modernization of curbside recycling (selective collection).

SAQ